



HIGHER LEARNING COMMISSION

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June 20, 2018

To Whom It May Concern:

Lansing Community Colleges, based in Lansing, MI, is accredited by the Higher Learning Commission (HLC) at the certificate and associate's degree-granting levels and has been accredited since 1964. Additional information on this institution is available on HLC's website at <https://www.hlcommission.org/component/directory/?Itemid=&Action=ShowBasic&instid=1338>

This is to confirm that the College is approved to offer the following programs through the MiRIS Consortial Agreement:

Neurodiagnostic Technology Associate Degree
Neurodiagnostic Technology Certificate
Computed Tomography Certificate

If you have further questions at this time, please feel free to contact me at pnewton@hlcommission.org or 312.263.0456, ext. 146.

Sincerely,

Patricia Newton-Curran
Associate Vice President for Accreditation
Processes and Systems



FORM

Programs Offered Through Consortial Arrangements

Substantive Change Application

Institution: Lansing Community College City, State: Lansing, Michigan

Name of person completing this application: Tracy Labadie

Title: Assistant Dean of Academic Affairs Phone: 517-483-1056 Email: labadiet@lcc.edu

Date Submitted: 12/15/2017

The questions are designed to elicit brief, succinct, detailed information, rather than a narrative or references to extensive supporting documents. Do not attach other documents unless they are specifically requested in the questions and are germane to the request. The total submission should be no more than 10–12 pages on a single classification of change. (The page limit excludes attachments. However, the overall length, including attachments, should not exceed 200 pages.)

If the person completing this application is not the CEO, CAO or the ALO of the institution, it is understood that the person completing and submitting this application has consulted with and informed those individuals.

Please note: HLC plans to update the change forms annually, on or about September 1 of each year. However, if a change application form was accessed more than 90 days prior to filing, it is recommended that the institution visit <http://www.hlcommission.org/change> to ensure that there have been no changes to the application form in the intervening time.

Submit the completed application as a single PDF file on the following webpage:
http://www.hlcommission.org/document_upload/.

Part 1: General Questions

1. **Requested Change(s).** Concisely describe the change for which the institution is seeking approval.

We are developing a Computed Tomography (CT) certificate program, as part of the Michigan Radiologic and Imaging Science (MiRIS) Consortium. CT is a subspecialty of Radiography.

2. Is this application being submitted in conjunction with another application?

☒ Yes

☐ No

3. Classification of Change Request.

Note: not every institutional change requires prior review and approval. Review the "[Overview of HLC Policies and Procedures for Institutional Changes Requiring HLC Notification or Approval](#)" to make certain that current HLC policy requires the institution to seek approval.

An institution submitting more than one change request should complete multiple applications, one for each type of change. The types of change requests include:

- Change in mission
- Change in student body
- Competency-based education (credit-based; direct assessment; hybrid) programs
- Consortial arrangement
- Contractual arrangement
- Substantially changing the clock or credit hours required for a program
- Change in academic calendar (e.g., quarters to semester) or change in credit allocation
- Teach-out plan if closing location provides total degree programs
- Distance or correspondence education
- New programs
- Certificate programs
- Branch campuses and additional locations

4. Special conditions. Indicate whether any of the conditions identified below fit the institution (Yes or No). If Yes, explain the situation in the space provided.

- a) Is the institution, in its relations with other regional, specialized, or national accrediting agencies, currently under or recommended for a negative status or action (e.g., withdrawal, probation, sanction, warning, show-cause, etc.)?

No

- b) Is the institution now undergoing or facing substantial monitoring, special review, or financial restrictions from the U.S. Dept. of Education or other federal or state government agencies?

No

- c) Has the institution's senior leadership or board membership experienced substantial resignations or removals in the past year?

Senior leadership has been consistent since 2013 with the exception of one senior position. There was turnover of two members of the seven-member board for 2017.

- d) Is the institution experiencing financial difficulty through such conditions as a currently declared state of exigency, a deficit of 10% or more, a default or failure to make payroll during the past year, or consecutive deficits in the two most recent years?

No

- e) Is the institution experiencing other pressures that might affect its ability to carry out the proposal (e.g., a collective bargaining dispute or a significant lawsuit)?

No

5. **Approvals.** Mark whether each type of approval is required prior to implementing the proposed change. If "Yes," attach documentation of the approval to the request. If "No," attach evidence that approval is not needed.

Internal (faculty, board) approvals	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No	
System approvals	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Not Applicable
State approval	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No	
Foreign country(ies) approvals	<input type="checkbox"/> Yes	<input type="checkbox"/> No	<input checked="" type="checkbox"/> Not Applicable

For Distance or Correspondence Education only:

Process in place to ascertain and secure state approval(s) as required ☐ Yes ☐ No

6. **Specialized Accreditation.** Complete this section only if specialized accreditation is required for licensure or practice in program(s) covered by this change application.

- ☐ The institution has already obtained the appropriate specialized accreditation. Attach a copy of the letter from the agency granting accreditation.
- ☐ The institution has begun the process of seeking or plans to seek specialized accreditation. Specify the name of the agency and the timeline for completing the process in the space below. (If approval is a multi-stage process, the institution should contact the HLC staff liaison to discuss the timeline before submitting this change application form.)

- ☒ The institution does not plan to seek specialized accreditation. Provide a rationale for not seeking this accreditation in the space below.

The Radiography Program is accredited through the Joint Review Committee on Education in Radiologic Technology. Students demonstrate certification in Radiography prior to admission into the CT Program. Students will be eligible to complete the ARRT CT Certification Examination without accreditation of the CT Program.

7. **Changes Requiring Visits.** This section is not for HLC-mandated visits such as additional location confirmation visits or campus evaluation visits.

Note: Complete this section only if the institution is already aware that the proposed change will need to be reviewed through a visit. The institution may submit Part 1 of the change request application to begin the process of scheduling a Change Visit or adding the proposed change to an already scheduled visit. The full application must be submitted at a later date. (If the institution is unsure whether a visit is required, leave this section blank and submit the full change application. HLC will advise the institution based on the information provided.)

- a) Select the type of visit the institution is requesting:

- ☐ Request to schedule a Change Visit.

Change Visits typically are scheduled approximately four months from the date an institution submits its change request. The full change application and other required materials will be due to HLC and the peer review team eight weeks before the visit date. See <http://www.hlcommission.org/change-visit> for more information.

- ☐ Request to add a proposed change to an already scheduled visit. **Note:** Such requests must be submitted at least six months before the visit date.

Specify type of visit and date scheduled:

The institution's full change application should be submitted along with other materials required for the visit.

- b) Provide URLs to the institution's Faculty/Staff Handbook and Catalog below. If the URLs are not available, please provide PDF versions of these documents when submitting other required materials prior to the visit.

Faculty/Staff Handbook URL: http://www.lcc.edu/cte/pdf/facultyguide/facguide_lowres.pdf

Catalog URL: <http://www.lcc.edu/catalog/>

Part 2: Topic-Specific Questions

HLC's policy on approval of contractual and consortial arrangements requires an accredited institution to notify or seek approval from HLC based on the background information provided above before collaborating in or outsourcing certain aspects of an educational program through an agreement with another party or parties.

Attach the "Substantive Change Application, Part 1: General Questions" as page one of your application. That completed form and your answers to the questions below will constitute your request for approval of a substantive change. This form will be the basis for review of this application.

Section A. Characteristics of the Arrangement

1. Name used to refer to the arrangement:

MiRIS Consortium – Computed Tomography (CT) program

2. Contact information for administrator responsible for overall operation of the arrangement:

Name: **Amy Lee** Title: **Director of Collaborative Programs, MCCA**

Mailing Address: **222 N Chestnut St, Lansing, MI 48933**

Phone Number: **269-830-7662** Email Address: **alee@mcca.org**

Provide a copy of the agreement defining this arrangement as an appendix to this application.

3. **Programmatic Scope of Arrangement.** Names and levels or credentials of academic program(s) this arrangement will provide to students:

Program	CIP Codes	Level or Credential
Computed Tomography	41.0299	Certificate

4. **Participating entities and their accreditation.** Names, locations (complete address and phone number), accreditor and status of all institutions/organizations participating in this arrangement:

To be considered a consortium for HLC policy purposes, each of the participating organizations must

currently be accredited by an agency recognized by the USDE and that accreditation must cover the program in question. List below the accreditors and current status (including year of most recent and next review) of each party in the arrangement. If any of the parties is not so accredited, enter "None" in the third column for that party.

Institution or Organization	Location (complete address and phone number)	USDE-Recognized Accreditor	Status, Most Recent, and Next Review
Lansing Community College	610 N. Capitol Ave Lansing, MI 48933 517-483-1056	Higher Learning Commission	Accredited, reaffirmation 2015-2016, next reaffirmation 2023-2024
Kellogg Community College	450 North Ave. Battle Creek, MI 49017 269-660-2315	Higher Learning Commission	Accredited, reaffirmation 2011-2012, next reaffirmation 2021-2022
Lake Michigan College	2755 E Napier Ave Benton Harbor, MI 49022 269-927-8100	Higher Learning Commission	Accredited, reaffirmation 2008-2009, next reaffirmation 2018-2019
Mid Michigan Community College	1375 S Clare Ave Harrison, MI 48625 989-386-6622	Higher Learning Commission	Accredited, reaffirmation 2014-2015, next reaffirmation 2022-2023
Grand Rapids Community College	143 Bostwick NE Grand Rapids, MI 49503 616-234-4000	Higher Learning Commission	Accredited, reaffirmation 2014-2015, next reaffirmation 2022-2023

5. **Submission.** Is this application being submitted by one HLC-accredited institution on behalf of all of the participants listed in Question 4 above?

If yes, attach documentation from all parties indicating acceptance of this representation.

☐ Yes ☒ No

6. **Identification on credential documents.** How will the parties to the arrangement be identified on the specific credentials (degrees, certificates, transcripts, etc.) awarded to students at the completion of their studies?

Each institution will award the certificate per their normal process as each institution will include all of the program courses in their institutional taxonomy. At LCC, the student would receive a Certificate in Computed Tomography.

Section B. Institution's History with Consortial Arrangements

7. Have any of the partners engaged in similar arrangements before either with each other or other accredited institutions? Briefly describe these arrangements.

Yes, through the Michigan Radiologic and Imaging Science (MiRIS) Consortium - for intercollegiate partnerships to deliver radiologic and imaging science education in Michigan. This is a consortium facilitated by the Michigan Community Colleges Association (MCCA) and Michigan College Online (MCO) to maintain the necessary infrastructure for member colleges to offer online and hybrid courses and programs to students throughout Michigan. Through this consortium partnership LCC is an active partner in the Magnetic Resonance Imaging (MRI) program and currently seeking active partnership in a new Neurodiagnostic Technology program, in addition to this Computed Tomography (CT) program.

Section C. Planning for Consortial Arrangements

8. What impact might the arrangement have on challenges identified as part of or subsequent to the last HLC review, and how has the institution, including other institutions identified in the proposed arrangement, addressed the challenges?

There will be no impact. This program supports community and State needs.

9. What controls are in place to ensure that the information presented to all the constituencies in advertising, brochures and other communications will be accurate?

Information for Curriculum Guides are reviewed annually. All advertising and marketing materials will be reviewed and approved by the Program Director for the Computed Tomography Program, MiRIS, and the Director of Outreach and Recruitment for LCC's Health and Human Services division.

Section D. Curriculum and Instructional Design

10. For each program covered by the arrangement, which parts of the curriculum are offered by each party? What is the distribution of credit hours between or among the parties?

As part of the consortial agreement, each institution will list all of the program courses in their institutional taxonomies. All courses are taught via a shared faculty. Therefore, if an LCC student starts and completes the program at LCC, 100% of their curriculum would be completed through LCC.

11. For each program covered by the arrangement, how is the curriculum developed and what is the extent of involvement of each party? In answering this question, describe specifically the role of faculty in program changes, curricular oversight, and program assessment.

Michigan College Online (MCO) is the program service provider and serves as the fiscal agent for all partner schools. Resources are shared by each partner institution for curriculum development and hiring of faculty for the program.

Section E. Institutional Staffing, Faculty, and Student Support

12. For each program covered by the arrangement, how are appropriate faculty qualifications determined and what is the extent of involvement of each party in that determination?

Faculty qualifications are based on standards established by Joint Review Committee on Education and Radiologic Technology (JRCERT).

13. How are students advised under the arrangement and what is the extent of the involvement of each party?

Each partner institution will advise students under their traditional advising model. LCC students will be supported by program faculty advisors, in addition to LCC academic advising and student success coaching.

14. What structures are in place to ensure that promised faculty and student support is provided by the parties? How will the needs of faculty and students be met if a party cancels, delays, or otherwise fails to provide promised services?

Each partner institution signs a consortial arrangement contractual agreement that outlines the commitment expected from each school. In the event of a party cancelling, each partner school will comply with institutional and HLC teach out policies and requirements.

Section F. Evaluation

15. Describe the process for monitoring, evaluating and improving the overall effectiveness and quality of the offerings.

Each course will use an end of the semester evaluation; LCC uses IDEA's Report on Teaching Effectiveness. Each CT course will have a final: an assessment tied to the course learning outcomes to determine how well students are learning the outcomes noted on the syllabi.

In addition, this program will be required to complete a comprehensive program review every four years. This review includes an analysis of the quality of the curriculum and how well the program continues to support student and industry need.

16. Describe the process for assessing and improving student learning, including student persistence and completion, in the offerings.

LCC has created a Committee for Assessing Student Learning (CASL), the assessment committee has revised its charter to revitalize and expand the college-wide efforts to engage in strong, centralized assessment of student learning.

Co-Chaired by two faculty members, CASL is comprised of voting faculty representatives and non-voting administrative representatives. To assist this committee's efforts, the College has increased its assessment – related support by, for example, creating two full-time, director level positions, the Director of Assessment and Director of Institutional Research – which help to oversee the day to day process of college-wide assessment activities and work closely with CASL.

CASL members began their work by building upon the existing LCC assessment framework (dated 2012) to design an updated framework that describes the goals and objectives of LCC assessment and the measurement and management strategies to continuously monitor progress toward these ends. The assessment framework applies a Balanced Scorecard approach and includes a strategy map that aligns four assessment strategic objectives; associated measures to identify what we are measuring at the course, program, and institutional levels; targets to identify successful achievement of strategic objectives; current performance results to identify gaps in performance; and a data collection plan that describes how the data are collected, the source of the data, the methods used to collect data, methods of analysis, and the ways in which the result are used to support continuous improvement. A project plan was then developed to outline associated tasks, identify collaborators, and establish a timeline.

This program of Study will meet the standards of LCC's Essential Learning Outcomes

ADDENDUM
Computed Tomography (CT) Certificate Program
Soft Launch – January 2018

General Provisions:

Members hereby agree to develop and offer a program in Computed Tomography (CT). The CT program is a certificate program.

Members agree that the CT curriculum will follow the guidance of the American Registry of Radiologic Technologists (ARRT).

Members agree that the CT program is intended to prepare students to successfully complete the CT certification exam administered by the American Registry of Radiologic Technology (ARRT) earning a third-party, industry recognized credential.

Members and the MCCA-MCO agree that the MCCA Collaborative Program Director will oversee the program. The Consortium Governance Council will approve the supporting budget.

Members agree that the expense of the Director's employment and clinical travel will be shared equally among Member institutions and paid to the MCCA-MCO at the start of the fiscal year with either full or partial reimbursement to be realized upon annual financial reconciliation of CT program activities. Amount of reimbursement to members will be contingent upon consistent enrollment and on incurred expenses.

Members and the MCCA-MCO agree the Director will follow the employment procedures, policies and supervision of the employer, the MCCA-MCO.

Members and the MCCA-MCO agree that the MCCA-MCO Executive Director will prepare and present the annual reconciliation report, as well as the projected budget for the impending fiscal year to the Consortium Governance Council for approval.

Members and the MCCA-MCO agree to market and present the Consortium CT program as collaborative effort. All members and the MCCA-MCO will be notified of any presentations delivered or publications distributed about this collaborative program.

Members agree to revise existing clinical affiliation agreements, or create new agreements that accommodate CT clinical education for all students enrolled in the Consortium's CT Program.

Program Director Scope of Responsibilities:

Members and the MCCA-MCO agree that the Director's primary focus will be on student success and program effectiveness, thereby assuming charge over the development and delivery of curriculum.

Members and the MCCA-MCO agree that member institutions will hire qualified adjunct faculty to develop and teach CT program curriculum with the engagement and guidance of the Director.

Members and the MCCA-MCO agree that the Director will be responsible to establishing the minimum admission qualifications members must consider when admitting students to ensure academic readiness for success.

Members and the MCCA-MCO agree that the Director will assume leadership in establishing and maintaining the Student Handbook, Clinical Manual and other documents containing program policies and processes in collaboration with the CT Program Leadership Committee.

Members and the MCCA-MCO agree that the Members will assume leadership in addressing student academic and clinical issues with remediation and/or discipline determined and according to defined due process.

Members and the MCCA-MCO agree that each member will identify clinical education providers and maintain an affiliation agreement that provide access to all students enrolled in the Consortium CT Program.

Members and the MCCA-MCO agree that the Members will determine a clinical assignment schedule that assigns students according to the clinical providers with agreements established and maintained by their degree-granting college, and in accordance with student learning needs. Members also agree to clinical observations of student work and managing student files for the CT program.

Members and the MCCA-MCO agree that the Director will assume responsibility for preparing and presenting an annual program report to the Consortium Governance Council that includes number of applicants to the program, retention rate, completion rate, ARRT certification results, job placement, and employer feedback. Also included in the report will be recommendations, trends, employment outlook, and other information deemed relevant for the Governance Council.

MRI Program Leadership Committee Scope of Responsibilities:

Members and the MCCA-MCO agree that the CT Program Leadership Committee will be maintained to serve as support to the Director. Each member institution will identify an individual who has the appropriate context to operate as the program champion within their respective institution to ensure that student clinical access requirements and educational outcomes are met, and that student services related to recruitment, advising, admission, registration, retention, transcripts/records, and payment are executed in a smooth and timely manner.

MAXIMUM NUMBER OF STUDENTS PERMITTED PER MEMBER INSTITUTION

Members agree to open CT Program for a soft launch in January 2018 with a maximum total of twenty (20) available student spaces, but no less than 15 students. The member institutions agree to share the fiscal responsibility for the program if less than 15 students complete.

Consortium members reserve the right to increase or decrease the maximum number of students allotted to each member upon consensus and if no increase or decrease is instituted, agree that any member school not having the maximum number of students qualified to participate in CT Program at any given time will allow another member institutions to fill those vacancies. Members agree to financial responsibility for those vacancies during the soft launch. This may be adjusted based on new joining members.

Approved by:

College Name

Michigan Community College Association

Name & Title

Name & Title

Date

Date

**Michigan Community College Association – Michigan Colleges Online
CONSORTIUM AGREEMENT
For Intercollegiate Partnerships to Deliver
Radiologic and Imaging Science Education in Michigan**

The Michigan Community College Association – Michigan Colleges Online (MCCA-MCO) (herein after referred to as the “Association,” or “MCCA-MCO”), AND the Michigan Radiologic and Imaging Science (MiRIS) Consortium (herein after collectively referred to as the “Consortium Members”, “MiRIS Consortium”, “Consortium” or “Members” and individually as “Consortium Member” or “Member”) agree to the following:

MICHIGAN COMMUNITY COLLEGE ASSOCIATION – MICHIGAN COLLEGE ONLINE

The Michigan Community College Association – Michigan Colleges Online, agrees to act as a service provider to the MiRIS Consortium to maintain the infrastructure necessary for member colleges to offer online and hybrid courses and programs to students throughout Michigan.. These services include but are not limited to a common online educational platform for course delivery, preliminary instructor and student training for online teaching and learning, and a common template for course design and syllabus design. The MCCA-MCO will identify a common tuition structure and serve as the fiscal agent for the MiRIS Consortium.

CONSORTIUM MEMBERS

Consortium Members are two and four year institutions of higher education who agree to share resources and commit to cooperate fully and equally in offering educational opportunities for their respective students seeking to earn degrees, certificates, or continuing education in Radiologic and Imaging Sciences. New member institutions may join the MiRIS Consortium as fully participating Members upon majority vote of the Consortium Governance Council.

CONDITIONS OF CONSORTIUM MEMBERSHIP

For the duration of MiRIS Consortium participation, individual Members agree to maintain institutional accreditation and membership of the MCCA-MCO and agree to abide by the terms and conditions of the MCCA-MCO Memorandum of Understanding (July 24, 2015). MiRIS Consortium membership is confirmed by member institution presidential signature of this agreement.

MISSION

This MiRIS Consortium has been created to provide didactic hybrid distance education, laboratory simulation, and clinical educational experiences in advanced medical imaging modalities with opportunities for students to earn continuing education credits, a certificate of completion, associate degree, or baccalaureate degree, in the program of study acceptable to each student’s credentialing body. All Members commit to cooperate fully with the terms and conditions of this Agreement to operate a single state collaborative for this Mission.

CONSORTIUM LEADERSHIP

The **Consortium Governance Council** is comprised of an administrative representative from each member organization (e.g.; dean, vice president), and the Executive Director of the MCCA-MCO. The Consortium Governance Council is responsible for leadership and general oversight of the Consortium structure, function, and business model. The Council is charged with strategic and financial decisions to support the collective best interest of the Consortium. Each member institution is allowed one vote with decisions determined by majority of those present at a meeting. The Executive Director of the MCCA-MCO is not a voting member of the Council but provides critical information for the Council to make informed decisions. The Executive Director of the MCCA-MCO represents the MCCA-MCO as a key stakeholder in the MiRIS Consortium.

PROGRAM LEADERSHIP

A program leadership committee will be established for each program of study offered by the Consortium. A **Program Leadership Committee** will be comprised of the Program Director and/or the Educational Coordinator responsible for program content, one faculty or administrative designee from each member organization, the Executive Director of the MCCA-MCO or designee, and other individuals relevant to the educational outcomes of the respective program. The Program Leadership Committee is responsible for establishing and executing policies, processes and procedures to effectively support the collective operation of the program and ensure successful student outcomes. The Program Leadership Committee reports to the Consortium Governance Council.

INSTRUCTION

Member institutions assume full responsibility for all instructional aspects of Consortium courses and programs to include curriculum, faculty, accreditation, assessment, and program effectiveness. Members commit to the MCCA-MCO Guidelines for Online Programs of Study as identified in the MCCA-MCO Memorandum of Understanding.

Curriculum: A common curriculum for each program offering will be collaboratively developed and maintained by qualified faculty of individual member institutions.

Payment to faculty for new and revised curriculum development will be shared equally by Consortium Members, thereby becoming the intellectual property of the Consortium. Upon the termination of this Agreement or the withdrawal of any individual Member in accordance with the Duration and Termination provisions of this Agreement, no Member shall have the right or authority to utilize courses or course materials of the Consortium or contributed by the other Members or their participating faculty without the written consent of the intellectual property owner.

A Member who has contributed curriculum to the Consortium programs without reimbursement or shared cost is the intellectual property owner of the contributed curriculum. If such a Member chooses to withdraw from the Consortium, that Member grants the Consortium use of that Member's intellectual property that the Consortium recognizes as owned by that Member at no cost to the Consortium until the scheduled course(s) have been

completed or for one year after the effective date of the withdrawal, whichever period of time is longer.

Faculty: Consortium member institutions will hire and evaluate faculty according to accreditation standards. Faculty responsibilities and rate of pay will be determined according to the policies and procedures of the member institution employing the faculty.

Accreditation: The pursuit and maintenance of programmatic accreditation is the responsibility of the Consortium and, as such, all programs presented to accrediting bodies shall be presented as consortium programs.

Grading: A common grading scheme and standard will be established by the Program Leadership Committee for student assessment in MiRIS Consortium programs.

Program Effectiveness: Common standards will be established and measured to ensure program effectiveness. Standards may include but are not limited to course success, program completion, industry-recognized credential, and job placement.

STUDENTS

Member institutions assume full responsibility for admitting and supporting their students through Consortium courses and programs to completion. Members shall provide the Student Support Services set forth in the MCO Memorandum of Understanding.

Admission: Individual member institutions granting the terminal award of certificate of completion, associate degree, or baccalaureate degree is referred to as the “**degree granting institution.**” Students who have met a common admission criteria established by the Program Leadership Committee to encourage an equal level of student readiness will be admitted to consortium programs by their degree-granting institution.

Registration: All students admitted to a Consortium program will register for Consortium courses through the MCCA-MCO website processes.

Student Conduct: Students will be governed by the student code of conduct and due process procedures of their degree-granting institution.

Terminal Award: Upon successful completion of Consortium programs, students will be awarded appropriate continuing education credits, a certificate of completion, associate degree, or baccalaureate degree by their degree-granting institution.

BUSINESS MODEL

Revenue and Expense: Revenue and expenses related to Consortium programs are considered holistically and are shared equally among members.

Fiscal Agent: The MCCA-MCO will assume the role of Consortium Fiscal Agent. The roles and responsibilities will be to manage the accounting of revenue and expenses, to provide Members with projected budgets and annual accounting statements, to distribute excess revenue to Members or to invoice Members for net expenses incurred by the Consortium as approved by the Consortium Governance Council. The Fiscal Agent shall be entitled to an administrative fee as a percentage of salaries paid for Consortium work and shall be unrelated to the MCCA-MCO administrative fee.

Maximizing Enrollment: Each course or program offered through the Consortium will have a pre-determined enrollment cap and that each member will be allotted an equal number of student positions in the course or program. Should a member be unable to maximize its share of student enrollment, other members may refer qualified students to the member institution lacking enrollment to ensure course or program capacity.

Registration Process: Students admitted to Consortium courses or programs will register through the MCCA-MCO online registration process.

Revenue: All students enrolled in a Consortium course or program will pay Consortium tuition to the course provider college according to the common tuition structure identified in the MCO Memorandum of Understanding. This tuition is Consortium revenue and will be reconciled during the accounting process by the fiscal agent.

To ensure a financially viable business model for which all member institutions are equally responsible, each individual member will assume financial responsibility for vacancies of their allotted course(s) positions.

All revenue generated through Consortium courses or programs will be distributed only to member institutions. No tuition generated through the Consortium will be shared to non-member colleges.

A high cost program fee or differential tuition may be approved by the Consortium Governance Council and levied upon all member institutions to ensure financial viability of the course or program.

Expenses: Expenses for conducting Consortium courses and programs will be invoiced and charged to the Consortium.

COURSES AND PROGRAMS

Requirements of each Consortium course or program are detailed in individual addendums attached to this agreement. Courses and programs are determined through a needs analysis process with a project proposal presented to the Consortium Governance Council for approval.

LIABILITY

Members agree that statutory and common law theories and principles of liability, indemnification, contribution, and equitable restitution shall govern all claims, costs, actions, causes of action, losses or expenses (including attorney fees) resulting from or caused by the actions or omission of the parties hereto. Furthermore, if any Member becomes aware of a claim involving another Member, the party with knowledge of the claim shall inform the other part in writing within ten (10) days of receiving knowledge of the claim, demand, or other loss.

OTHER TERMS AND CONDITIONS

Members shall have no authority to bind or act as agents for each other or their employees. Nothing in this Agreement, express or implied, shall confer any rights, remedies, claims, or interests upon a person or entity not a party to this Agreement.

Members shall abide by all Federal and state laws pertaining to equal employment opportunity and no person shall, on the grounds of race, color, national origin, sex, sexual preference, age, or handicap, be excluded from employment with or participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity performed under this Agreement.

Members agree to abide by privacy rules set forth in applicable state and federal law.

Each provision of this Agreement shall be a separate and distinct covenant and, if declared illegal, unenforceable or in conflict with any governing law, shall not affect the validity of the remaining portion of this Agreement

This Agreement constitutes the entire agreement and understanding of the parties with respect to its subject matter. No prior or contemporaneous agreement or understanding will be effective. This Agreement shall be governed by the laws of the State of Michigan.

The individuals signing below on behalf of Members represent and warrant that they are duly authorized to execute and deliver this Agreement on behalf of Members and that this Agreement is binding upon Members in accordance with its terms.

Mutual indemnification and insurance requirements shall be provided for each faculty by the employing school at the usual levels for faculty at that school. The Consortium operates curriculum through each school and does not assume any liability for actions of faculty employed by Member schools.

DURATION AND TERMINATION OF AGREEMENT

This Agreement shall commence July 1, 2016 with automatic renewal for successive one year periods. This Agreement may be terminated at any time by mutual agreement of the Members. Further, any individual Member may terminate its participation in the MiRIS Consortium pursuant to this Agreement upon sixty (60) days advance written notice to all other Members. A Member choosing to terminate its participation must complete any and all of its courses currently in progress before the

termination is effective. Notwithstanding the above, MiRIS Consortium shall not terminate the certificate or degree program until all enrolled students have reasonable opportunity to complete required program coursework and applicable internships for graduation.

